

NHS Race and Health Observatory's Learning and Action Network

Information Pack

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The NHS Race and Health Observatory's Learning and Action Network

The NHS Race and Health Observatory, in partnership with the Institute for Healthcare Improvement (IHI), invites you to join the NHS Race and Health Observatory's Learning and Action Network and help the development and spread of effective approaches to addressing health inequalities in maternal health. The network will be an opportunity to accelerate local action on maternal health inequity, to scale and spread good practice, and contribute towards the development of a truly anti-racist improvement approach.

This project is supported by the Health Foundation, which is committed to bringing about better health and health care for people in the UK.



For more than 30 years, the Institute for Healthcare Improvement (IHI) has used improvement science to advance and sustain better outcomes in health and health care across the world. IHI brings awareness of safety and quality to millions, accelerate learning and the systematic improvement of care, develop solutions to previously intractable challenges, and mobilize health systems, communities, regions, and nations to reduce harm and deaths.



RHO are an independent expert body, established by the NHS to examine the health inequalities experienced by Black and minority ethnic communities in England. We work as a proactive investigator by actioning evidence and insight, providing evidence-based health policy recommendations, and facilitating long-term transformational change across health and care. We are data and evidence-driven, as well as factual and solution-focused.



The Health Foundation is an independent charity committed to bringing about better health and health care for people in the UK.

Why this, why now?

Evidence points to a widening gap in maternal mortality and morbidity between women from different ethnic backgrounds, with Black British mothers up to four times more likely than White mothers to die during pregnancy or within the first six weeks after childbirth.

While there have been numerous NHS initiatives focused on maternal health to date, there is an opportunity to focus specifically on closing the widening ethnic inequality gap in mortality and morbidity in the NHS.

This Learning and Action Network aims to tackle and close this gap in ethnic inequality by using Quality Improvement to drive clinical transformation and enable system-wide change. Importantly, the network will work holistically to understand how organisational culture, and other structural factors, impact on morbidity and mortality.

We are seeking to select and work with 5-10 provider/Integrated Care System sites to establish the Network. Specifically, we're looking for maternity units from all NHS regions who are committed to reducing pregnancy complications and preventable mortality for ethnic minority communities.

Maternity units will be chosen using a data-driven approach and process that centres on three broad criteria: (1) potential for impact; (2) commitment to equality; and (3) organisational readiness.

The NHS Race and Health Observatory's Learning and Action Network will set specific, outcomes focused aims and, in working to achieve those aims, will also accelerate the process of designing new, antiracist ways of working.

All learnings from the NHS Race and Health Observatory's Learning and Action Network will inform future policy recommendations and pave the way for scale and spread, both geographically and across topic areas.

To join the NHS Race and Health Observatory's Learning and Action Network please express your interest by **13th October 2023**.

Those invited to the next stage will be requested to complete a full proposal for submission by 10th November 2023. Final Decisions for the selected sites will be released in early December 2023.

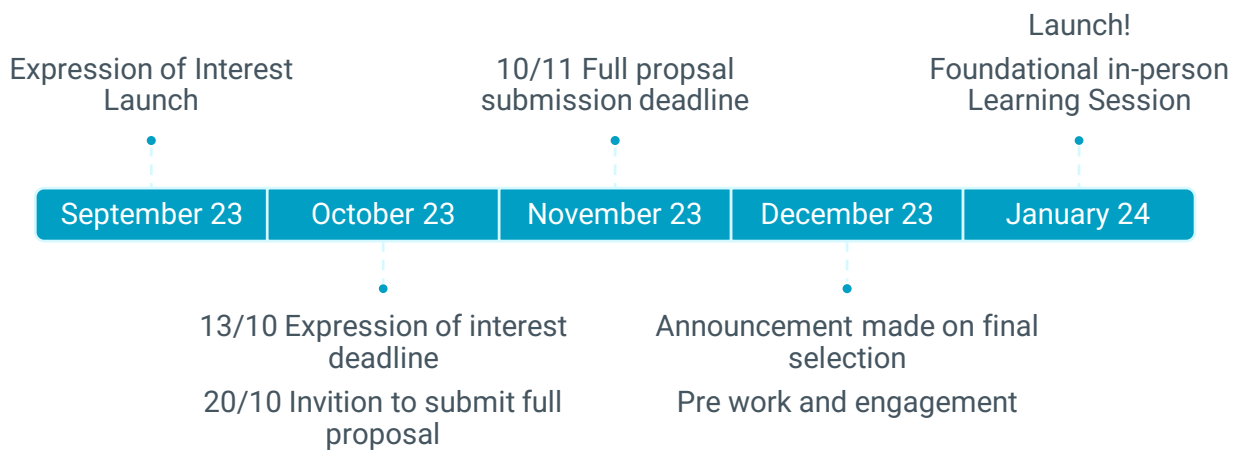


Figure 1: NHS Race and Health Observatory's Learning and Action Network Recruitment Timeline

Overview of the NHS Race and Health Observatory Learning and Action Network experience

Beginning in January 2024, those organisations and Integrated Care Systems chosen from across England will work together with NHS Race and Health Observatory, IHI and an Advisory Group made up of experts in maternal health, to improve the outcomes for maternal health through participation of an action oriented, fast-paced Learning and Action Network.

The partnership of NHS Race and Health Observatory and IHI serves as an incubator for the Learning and Action Network to establish. In this 'incubator' stage, NHS Race and Health Observatory and IHI will work to establish core components including:

- 1) Aligning around a common goal;
- 2) Supporting a community of patients, families, clinicians, researchers, and leaders to work together to prioritise and advance a portfolio of data-driven improvements;
- 3) Using an online portal to enable data sharing to drive learning, priority setting, research, innovation, and improvement.
- 4) Creating a collaborative learning system where resources, research, local/international best practices, data, and knowledge is rapidly shared;
- 5) Using improvement science to change systems and achieve results at scale; and
- 6) Providing the infrastructure and governance systems to support multi-organisational collaboration.

NHS Race and Health Observatory's Learning and Action Network Activities

Learning Sessions: three in-person meetings to learn together about the science of improvement, successful strategies in maternal health, and how to test and adapt them to local settings.

Action Periods: in between Learning Sessions, sites are actively testing new approaches, gathering data, and using data to improve care.

Monthly Learning and Action Network calls: to accelerate progress and learn from peers and improvement coaches.

Monthly sharing of data: sharing data and learning to reflect on what works and what does not work.

What can you expect from us?

NHS Race and Health Observatory, IHI and the Learning and Action Network faculty will:

- Provide a designated NHS Race and Health Observatory's Learning and Action Network team, in addition to faculty, who have expertise in maternal health and improvement methods.
- Provide information on race and equity, and maternal health and methods for process improvement both during and in between Learning Sessions.
- Support knowledge management of promising changes and action towards results through improvement tools such as driver diagram, change package, measurement strategy and evidence-based resources.
- Provide communication strategies to keep connected to faculty and colleagues.
- Provide access to QI resources and tools.
- Review monthly reports and analyse data providing guidance and feedback, including overall learning and development.
- Foster growth and development of improvement capability and capacity.

What will we expect from you?

The NHS Race and Health Observatory's Learning and Action Network is designed for those that are committed and ready to accelerate their work to improve the health outcomes of their patients by tackling racial inequities within their systems.

Participants are expected to:

- Connect the goals of the NHS Race and Health Observatory's Learning and Action Network to a strategic initiative in their organisations.
- Designate a senior leader as an executive sponsor and appoint a day-to-day leader.
- Provide the resources and time to support the work, including Learning Sessions and monthly NHS Race and Health Observatory's Learning and Action Network calls. This includes active senior leadership involvement and project management time to devote to this effort, for activities such as weekly meetings, time for the team to rapidly test changes using a holistic approach to improvement from an anti-racism perspective: Plan-Do-Study-Act (PDSA) cycles, collect data, complete reports, and reflect and share learning. In our experience optimal results are achieved when teams can devote at least 30 hours per week (shared between team members)
- Form a multidisciplinary core team (including the team leader) of 3-5 members who attend all learning sessions.
- Form a wider team of 6-12 members (e.g. clinicians, policy managers), who are influencers in the organisation who can drive commitment and attention to the work and support frontline staff to test changes. This group should include a member responsible for data entry.

- Support the core team to attend all Learning Sessions and participate in monthly NHS Race and Health Observatory's Learning and Action Network calls.
- Complete prework activities to prepare for the monthly NHS Race and Health Observatory's Learning and Action Network calls and Learning Sessions
- Set aims and work to achieve them using the skills and tool offered during Learning Sessions and NHS Race and Health Observatory's Learning and Action Network calls.
- Make well-defined measurements related to the teams' aims at least monthly and plot the results over time using run charts.
- Share information with the NHS Race and Health Observatory's Learning and Action Network by creating and submitting monthly reports that include a narrative description of changes being tested and results, with data showing progress towards the aim.
- Do real work, hard work, and have fun!

Eligibility to apply to join the NHS Race and Health Observatory's Learning and Action Network

The NHS Race and Health Observatory's Learning and Action Network is seeking a diverse set of applicants with which to learn and all England-based maternity sites are eligible to apply, however space is limited and considerations for acceptance into the NHS Race and Health Observatory's Learning and Action Network include:

- Willingness and readiness to participate from December 2023 and beyond, devoting at least 30 hours per week (shared)
- Geography (1 team per NHS regional team).
- Demonstration of leadership and organisational commitment to equity
- Data capability
- Leadership engagement and alignment of this effort with organisational strategic goals
- Existing improvement work in maternal health
- Commitment to improvement through tackling racial inequities and shared learning
- Engagement with community organisations and women with lived experience
- Opportunity for improvement based on maternal mortality data

Questions

If you have questions regarding this application, please reach out by emailing us at implementation@nhsrho.org. You can also find frequently asked questions via the NHS Race and Health Observatory's Learning and Action Network Webpage.